HRM 307
International Human Resource Management
D2 2012

Marketing and Management

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General Information

Unit convenor and teaching staff
Unit Convenor
Alison Barnes
alison.barnes@mq.edu.au
Contact via alison.barnes@mq.edu.au
640A, Building: E4A
Monday 10.30am -12.30pm

Other Staff
Karen O’Connell-Shea
karen.oconnell-shea@mq.edu.au
Contact via karen.oconnell-shea@mq.edu.au
E4B104
Thursday 12:00pm - 1:00pm

Credit points
3

Prerequisites
HRM201 or HRM207 or HRM250 or BBA250

Corequisites

Co-badged status

Unit description
This unit explores the critical issues facing organisations when managing their human resources at home and abroad. It focuses on the connection between corporate strategies and the effective management of human resources, which at times, may require differing policies across countries. The course is based on the principle that competitive firms require appropriate policies, and strategies for managing their employees at every level of the enterprise. A significant basis of competitive advantage comes from having effective systems for managing an organisation’s human resources. A number of recent developments have made international HRM increasingly crucial for organisations.

Important Academic Dates
Information about important academic dates including deadlines for withdrawing from units are available at https://students.mq.edu.au/important-dates
Learning Outcomes

1. To develop an understanding of the key differences between domestic and international HRM
2. To explore challenges facing international human resource managers
3. To critical examine contextual factors that influence IHRM practice
4. Explore the operation of key human resource functions such as performance management, recruitment and selection and training and development in global organisations
5. Examine the links between industrial relations systems and IHRM
6. The unit also aims to assist the students to develop the capacity to critically analyse IHRM.

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
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<tbody>
<tr>
<td>Assignment</td>
<td>15%</td>
<td>Week 7</td>
</tr>
<tr>
<td>Individual Essay</td>
<td>45%</td>
<td>Week 10</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>University Examination Period</td>
</tr>
</tbody>
</table>

Assignment

Due: **Week 7**
Weighting: **15%**

Submission

Extension

Penalties

What is required to complete the unit satisfactorily

This Assessment Task relates to the following Learning Outcomes:

- To explore challenges facing international human resource managers
- To critical examine contextual factors that influence IHRM practice
- The unit also aims to assist the students to develop the capacity to critically analyse IHRM.
Individual Essay

Due: **Week 10**
Weighting: **45%**

**Submission**

**Extension**

**Penalties**

What is required to complete the unit satisfactorily

This Assessment Task relates to the following Learning Outcomes:

- To explore challenges facing international human resource managers
- To critical examine contextual factors that influence IHRM practice
- The unit also aims to assist the students to develop the capacity to critically analyse IHRM.

Final Examination

Due: **University Examination Period**
Weighting: **40%**

**Examination conditions**

What is required to complete the unit satisfactorily

This Assessment Task relates to the following Learning Outcomes:

- To explore challenges facing international human resource managers
- To critical examine contextual factors that influence IHRM practice
- Explore the operation of key human resource functions such as performance management, recruitment and selection and training and development in global organisations
- The unit also aims to assist the students to develop the capacity to critically analyse IHRM.

**Delivery and Resources**

**Classes**

Number and length of classes: 1 x 2 hour lecture and 1 x 1 hour tutorial, (3 hours face-to-face teaching per week unless indicated otherwise in the lecture schedule.)

The timetable for classes can be found on the University web site at: [http://www.timetables.mq.edu.au](http://www.timetables.mq.edu.au)
Warning: You must attend at least 10 of the 12 tutorials. Failure to do this may affect your final mark.

Attendance will be taken in the tutorials, please ensure that you sign the attendance sheet; if you miss the tutorial please send an email notifying and provide medical certificates at the next tutorial.

**Required and Recommended Texts and/or Materials**

**Required**


**Highly Recommended**


These texts can be purchased from the Macquarie University Co-op Bookshop. (If you look around you may be able to purchase a second hand copy of Dowling).

Students are encouraged to read a good daily newspaper such as The Sydney Morning Herald, The Australian or The Australian Financial Review.

**Reading list**

The publications listed below are recommended for further reading on the topics covered in the unit. Students should also consult them for the research and preparation of assignments. This is only designed as a guide for students. Students are encouraged to use the library to find further readings that may be relevant to lectures and tutorials, and to assignments.

Apart from books, students will find it valuable to get into the practice of reading relevant articles from journals. Below students will find a list of journals as well as some suggested articles to start their reading. Those suggested can all be found within the university library system.

- Academy of Management Journal
- Asia Pacific Journal of Human Resources
- Australian Journal of Management
- California Management Review
- Employee Relations
- Gender, Work and Organisation
- Harvard Business Review
- Human Resource Management Journal
- International Journal of Employment Studies
- International Journal of Human Resource Management
- International Journal of Manpower
- Labour & Industry
- New Technology, Work and Employment
- Personnel Journal
- Personnel Management
- Personnel Review
- Sloan Management Review
- The Journal of Industrial Relations

Some useful websites:

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<tr>
<td><a href="http://www.ilr.cornell.edu/">http://www.ilr.cornell.edu/</a></td>
<td><a href="http://www.actu.org.au">http://www.actu.org.au</a></td>
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Useful Websites
Technology Used and Required

- Technology used: iLearn and ECHO

Unit web page

- Course material is available on the learning management system (iLearn).
- The web page for this unit can be found at: http://ilearn.mq.edu.au
- Students will find resources to assist their study on iLearn, such as lecture notes and other resources. Please check iLearn regularly for announcements.

Teaching and Learning Strategy

- The unit is taught using a combination of lectures & tutorial.
- Students are expected to attend lectures and tutorials. The lecture sets the context for tutorial work in the following week and will also highlight the key concepts and skills that will form the basis upon which you will be assessed in examinations.
- Students are expected to read and prepare in advance for tutorials. If you have not prepared adequately, you will not benefit from the learning opportunities provided by a small class.
- Tutorials are not intended to provide you with the content presented in the textbook or to rehash the lecture but rather to build on this material to achieve better understanding of concepts developed in this Unit.
- Tutorials should be interactive, dynamic and fun! But it is ultimately up to you as a student to make your tutorials dynamic by coming prepared to contribute. Attendance will be taken in the tutorials.
- Students are expected to arrive on time and not to leave until the class ends.
- Attendance will be taken in the tutorials.
- Warning: You must attend at least 10 of the 12 tutorials. Failure to do this may affect your final mark.

Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>Introduction to unit and exploring the Complexity of IHRM</td>
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<td>Week 2</td>
<td>HRM in an International Context</td>
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<td>Week 3</td>
<td>The Host Country Context</td>
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<td>Week 4</td>
<td>International Industrial Relations</td>
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<td>Week 5</td>
<td>IHRM: Contemporary issues and controversies</td>
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<tr>
<td>Week 6</td>
<td>IHRM: Contemporary issues and controversies – CSR; Ethics; Women Managers Abroad</td>
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<tr>
<td>Week 7</td>
<td>Cross-border Alliances and SMEs</td>
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<td>Week 8</td>
<td>Human Resource Information Systems (HRIS) &amp; International Compensation</td>
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<tr>
<td>Week 9</td>
<td>Staffing International Operations for Sustained Global Growth &amp; Recruiting and Selecting Staff for International Assignments</td>
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<td>Week 10</td>
<td>International Training &amp; Development</td>
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<td>Week 11</td>
<td>Re-entry and Career Issues</td>
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<td>Week 12</td>
<td>IHRM: Performance Management</td>
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<tr>
<td>Week 13</td>
<td>Examination briefing and unit review</td>
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**Policies and Procedures**

Macquarie University policies and procedures are accessible from [Policy Central](http://www.mq.edu.au/policy/docs). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- **Special Consideration Policy** [http://www.mq.edu.au/policy/docs/special_consideration/policy.html](http://www.mq.edu.au/policy/docs/special_consideration/policy.html)

In addition, a number of other policies can be found in the [Learning and Teaching Category](http://www.mq.edu.au/policy/docs) of Policy Central.

**Academic Honesty**

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:
• all academic work claimed as original is the work of the author making the claim
• all academic collaborations are acknowledged
• academic work is not falsified in any way
• when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

Grades
Macquarie University uses the following grades in coursework units of study:

• HD - High Distinction
• D - Distinction
• CR - Credit
• P - Pass
• F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:

Grading Appeals and Final Examination Script Viewing
If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandeconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/grade_appeals/

Special Consideration Policy
The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

Student Support
Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at: http://students.mq.edu.au/support/.
As local citizens, our graduates will be aware of indigenous perspectives and of the nation's historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

**Learning outcome**

- Examine the links between industrial relations systems and IHRM

**Assessment task**

- Individual Essay

**Problem Solving and Research Capability**

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and
they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

**Learning outcomes**

- To develop an understanding of the key differences between domestic and international HRM
- To explore challenges facing international human resource managers

**Assessment task**

- Individual Essay

**Socially and Environmentally Active and Responsible**

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

**Assessment task**

- Individual Essay

**Discipline Specific Knowledge and Skills**

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

**Learning outcomes**

- To develop an understanding of the key differences between domestic and international HRM
- To explore challenges facing international human resource managers
- Explore the operation of key human resource functions such as performance management, recruitment and selection and training and development in global organisations
Examine the links between industrial relations systems and IHRM.

The unit also aims to assist the students to develop the capacity to critically analyse IHRM.

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

- To develop an understanding of the key differences between domestic and international HRM
- To explore challenges facing international human resource managers
- To critically examine contextual factors that influence IHRM practice

Assessment tasks

- Assignment
- Individual Essay
- Final Examination

Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

Learning outcomes

- To explore challenges facing international human resource managers
- The unit also aims to assist the students to develop the capacity to critically analyse IHRM.
## Changes since First Published

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